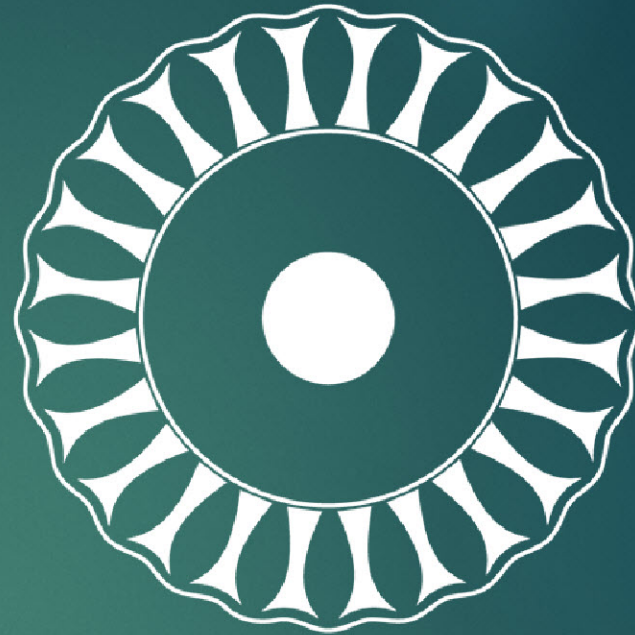


# City of Hayward



FY 2015 ANNUAL BUDGET  
DEPARTMENT PRESENTATIONS

June 10, 2014



# PROGRESS THROUGH ADVERSITY

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FY 2015 BUDGET PRESENTATIONS



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CITY MANAGER'S OFFICE

# City Manager's Office



- ▶ FY 2015 department budget on page 106 of the proposed budget document.
- ▶ No significant departmental changes are proposed for the FY 2015 City Manager's Office budget.



# City Manager's Office



## ACCOMPLISHMENTS

- ▶ Assembled an Economic Development staff team consistent with the Strategic Plan – began work on key FY2014 plan objectives.
- ▶ Hired a public information officer to take control of the City's communications and nascent brand marketing programs.
- ▶ Launched self-certification program for rental housing inspections and cracked down on illegal construction activity through new targeted enforcement program.
- ▶ Led community outreach program for Measure C, connecting with more than 4,000 Hayward voters and residents.

# City Manager's Office



## GOALS

- ▶ Increase collaboration with local partners, particularly HUSD and HARD
- ▶ Launch and begin implementation of comprehensive marketing and branding campaign
- ▶ Increase community access to City services and information, particularly online options
- ▶ Make significant progress on the FY2015 Economic Development Strategic Plan objectives.





# City Manager's Office



## CHALLENGE

Increasing number of initiatives (both internal and external), limited resources.

## CHALLENGE

Continuing battle with escalating employee benefit costs threatens our ability to maintain and enhance services.

## CHALLENGE

Dissolution of RDA continues to burden key staff and pose challenges to economic development efforts.

# Questions & Discussion





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CITY ATTORNEY'S OFFICE



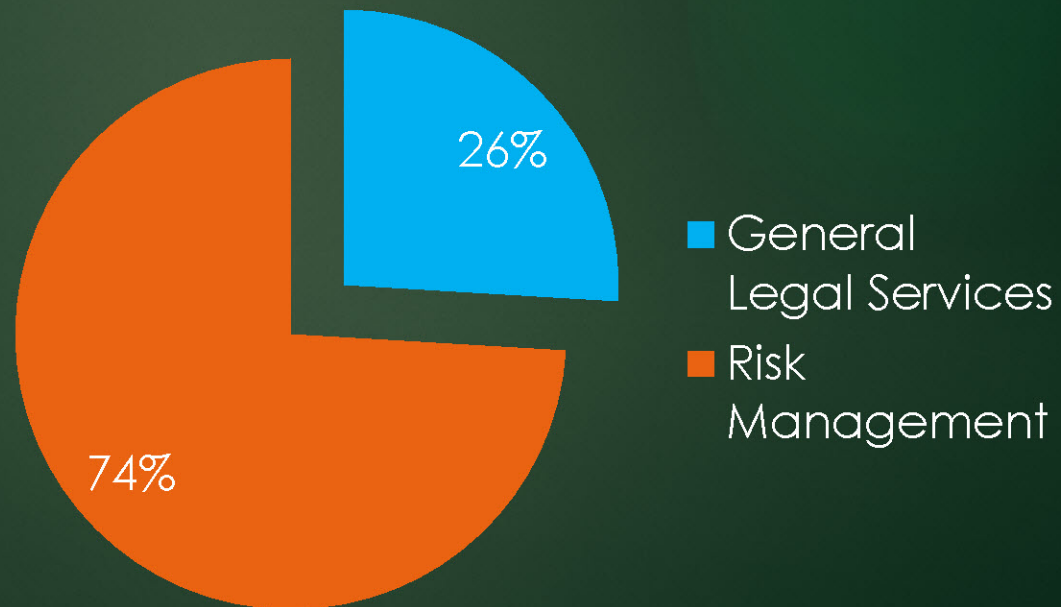
# City Attorney's Office



**Office of the City Attorney / 26%**  
General legal services

**Risk Management / 74%**  
Risk Management Services

**Budget by Division \$4.3m**  
(amounts stated in millions)



# City Attorney's Office



- ▶ FY 2015 department budget on page 82 of the proposed budget document.
- ▶ Key budget changes include:
  - ▶ 1 Additional Full-Time Employee  
(Paralegal)

# City Attorney's Office



## ACCOMPLISHMENTS

- ▶ Drafted Food Sharing Regulations
- ▶ Drafted Social Nuisance Regulations
- ▶ Drafted Self-Certification Residential Rental Inspection Regulations
- ▶ Drafted Mobile Home Park Closure/Closure/Change of Use Regulations
- ▶ Drafted Updated Regulations assuring continuity of “age-restricted” (Senior Mobile Home Parks)
- ▶ Drafted updated alcoholic beverages regulations
- ▶ Drafted Moratorium on new tobacco products, including ‘e-cigarettes’
- ▶ Updated the Council on staff's gang injunction's analysis and partnered with HPD on gang suppression strategies
- ▶ Participated in 3 SMASH operations led by HPD



# City Attorney's Office



## ACCOMPLISHMENTS

- ▶ Worked with City staff to close out Route 238 home purchase program
- ▶ Digitized and converted the City Attorney's library and research tools, reducing expenditures by 50 percent annually
- ▶ Hosted and trained two interns (law school and high school) during Summer, 2013
- ▶ Presented ethics, attendance and Brown Act training to all Council-appointed advisory bodies
- ▶ Attended and supported the Hayward Unified School District's career day at Hayward High School
- ▶ Drafted the MOU for the 9/11 Memorial and continued as liaison for development of the project
- ▶ Tracked SB 1262 (regulating medical marijuana), and AB 1494 (prohibiting simulated gambling and sweepstakes devices)

# City Attorney's Office

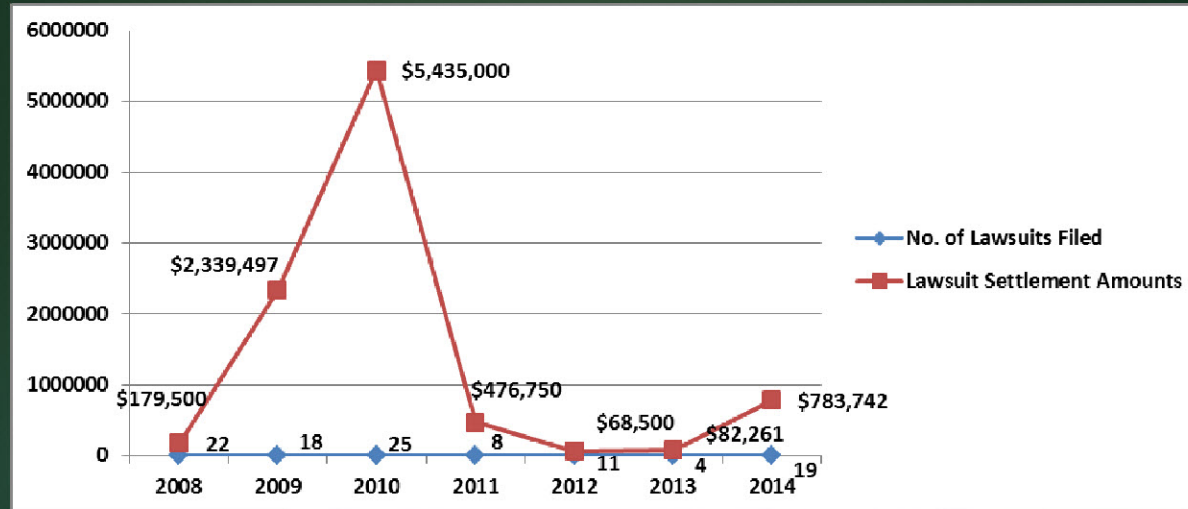


## LITIGATION

- ▶ Claims and Lawsuits: Closed and/or resolved 109 claims and eight lawsuits
- ▶ Arbitrations: Achieved successful outcomes in 2 HPD arbitrations with one pending
- ▶ Litigated and closed 5 sweepstakes/gambling businesses, awaiting court decision on remaining business
- ▶ Recovered \$75,000 settlement in construction error lawsuit
- ▶ Recovered \$169,000 settlement in construction fee lawsuit
- ▶ Recovered \$860,000 in property tax administration fee dispute
- ▶ Saved \$340,000 in personal injury/motorcycle jury trial by asserting contractual indemnity coverages

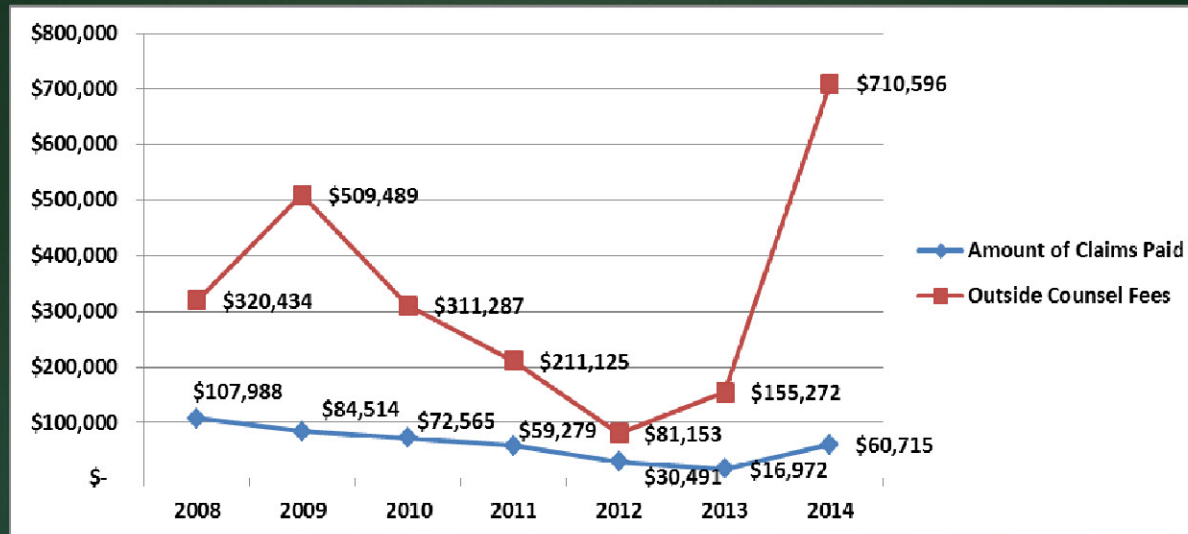


# City Attorney's Office



	No. of Lawsuits Filed	Lawsuit Settlement Amounts
2008	22	\$ 179,500
2009	18	\$ 2,339,497
2010	25	\$ 5,435,000
2011	8	\$ 476,750
2012	11	\$ 68,500
2013	4	\$ 82,261
2014	19	\$ 783,742

# City Attorney's Office



	Amount of Claims Paid		Outside Counsel Fees	
2008	\$	107,988	\$	320,434
2009	\$	84,514	\$	509,489
2010	\$	72,565	\$	311,287
2011	\$	59,279	\$	211,125
2012	\$	30,491	\$	81,153
2013	\$	16,972	\$	155,272
2014	\$	60,715	\$	710,596

# City Attorney's Office



## CHALLENGE

Maximize staff attorney resources to meet litigation demands

## CHALLENGE

Minimize outside counsel services except in highly specialized serve areas

## CHALLENGE

Maintain high customer service levels among transactional clients, particularly land use and planning functions

# Questions & Discussion





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OFFICE OF THE CITY CLERK



# Office of the City Clerk



- ▶ FY 2015 department budget on page 92 of the proposed budget document.
- ▶ Key budget changes include:
  - ▶ No significant changes

# Office of the City Clerk



## ACCOMPLISHMENTS



- ▶ Office continues to ensure that City Council actions are in compliance with local statutes and that all actions are properly executed, recorded and archived as adopted.
- ▶ Continued facilitation of efficient and timely responses to most requests for access to, or copies of, public information within reasonable limitations imposed by workload and pursuant to the Public Records Act.

# Office of the City Clerk



## GOALS

- ▶ Implement the conversion of the online version of the Hayward Municipal Code into a robust searchable Internet database.
- ▶ Launch a paperless electronic filing and administration system for Statement of Economic Interests (FPPC Form 700)





# Office of the City Clerk



## CHALLENGE

Ever-increasing service requests without added staffing.

## CHALLENGE

High standards of quality service, timely response and increased transparency are difficult to maintain as requests mount.

## CHALLENGE

FY 2015 goals will have productivity dividends in the long term, but will pose added workload in the short term.

# Questions & Discussion







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MAYOR & CITY COUNCIL

# Mayor & City Council



- ▶ FY 2015 department budget on page 100 of the proposed budget document.
- ▶ There are no significant budget or staffing changes planned for the Mayor and City Council during FY 2015
  - ▶ Sets policy direction for the City
  - ▶ Establishes priorities to guide City staff
  - ▶ Proposes and adopts policies, ordinances and resolutions

# Mayor & City Council



## KEY ACCOMPLISHMENT: FISCAL RESPONSIBILITY

Mayor and City Council were the first bargaining group to meet the Council-mandated 17% savings target with respect to employee salary and benefit costs.

Mayor and City Council have agreed to increase their share of medical premiums from 20% to 30%.

Succeeded in reducing a projected budget gap of nearly \$30 million to approximately \$4.5 million in FY14.



# Mayor & City Council



## SAFE, CLEAN & GREEN ACCOMPLISHMENTS

- ▶ Police department reaccredited by CALEA with top marks
- ▶ Adopted revisions to City's alcoholic beverage ordinance.
- ▶ Adopted food sharing ordinance, banned simulated gaming devices, adopted social nuisance ordinance and placed a moratorium on new tobacco & e-cigarette retailers
- ▶ Took action to place Measure C on the June ballot to fund a mix of critical infrastructure projects and service enhancements.
- ▶ Participated on Bay Area Water Supply and Conservation Agency and Stopwaste.org.



# Mayor & City Council



## GOALS & OBJECTIVES

### SAFE, CLEAN & GREEN

### FISCAL STABILITY, LAND USE, ORGANIZATIONAL HEALTH

- ▶ Further reduction of crime citywide
- ▶ Continued pursuit of long-term fiscal stability through structural change
- ▶ Strengthened partnership with HUSD to improve educational performance in Hayward
- ▶ Economic development initiatives and regulatory review/simplification for businesses
- ▶ Implement Measure C as promised to the voters

# Mayor & City Council



## CHALLENGE

Structural deficit continues to demand tough decisions.

There are no easy answers.

## CHALLENGE

City must continue to connect with the community we serve and continue to problem solve, innovate and develop fresh ideas.

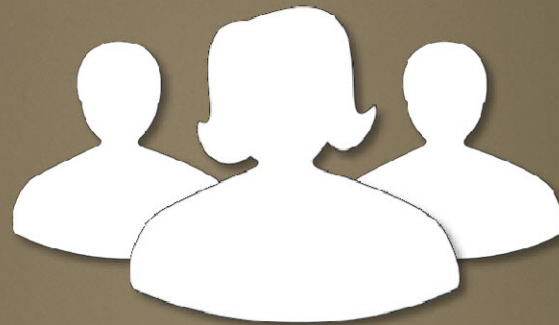
## CHALLENGE

Improving services to the community with limited resources.

# Questions & Discussion







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HUMAN RESOURCES DEPARTMENT



# Human Resources Department



- ▶ FY 2015 department budget on page 180 of the proposed budget document.
- ▶ Key departmental changes include:
  - ▶ Reorganized staffing model for increased efficiency and improved customer service.
  - ▶ Added 1 Technician, 1 Intern, 1 SR HR Analyst on the WC Program and downgraded 1 Human Resources Manager to Sr. HR Analyst

# Human Resources Department



## ACCOMPLISHMENTS

- ▶ Reached agreement with Local 1909, Fire Officers, and Fire Chiefs that resulted in substantial long-term savings.
- ▶ Achieved savings of approximately \$130,000 annually through the completion of internal audits of dependent eligibility for medical, dental and vision benefits.
- ▶ Fully implemented a Return-to-Work program



# Human Resources Department



## GOALS

- ▶ Reach agreement with all represented employee bargaining groups.
- ▶ Redesign employee benefit plans to maintain benefit levels and achieve savings.
- ▶ Continue implementation of the Workers' Compensation Assessment



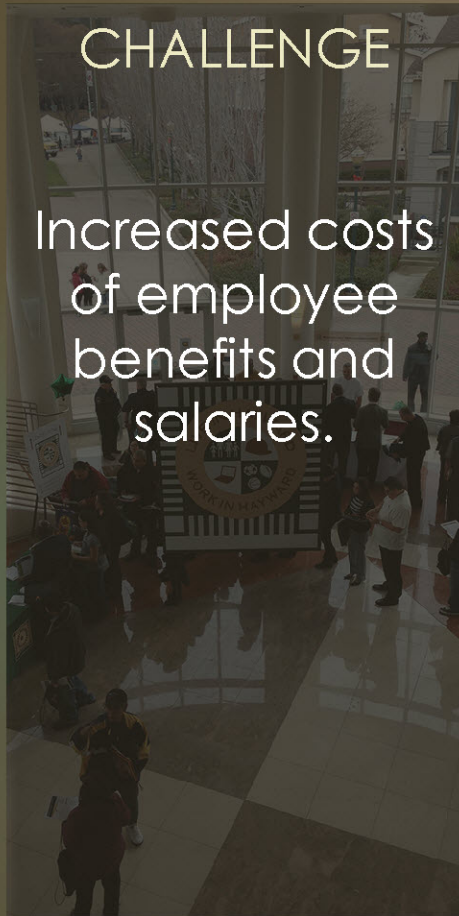


# Human Resources Department



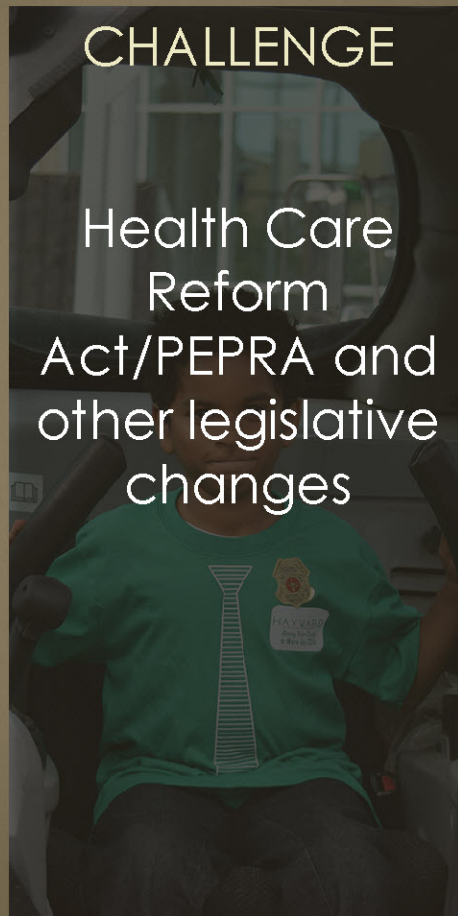
## CHALLENGE

Increased costs of employee benefits and salaries.



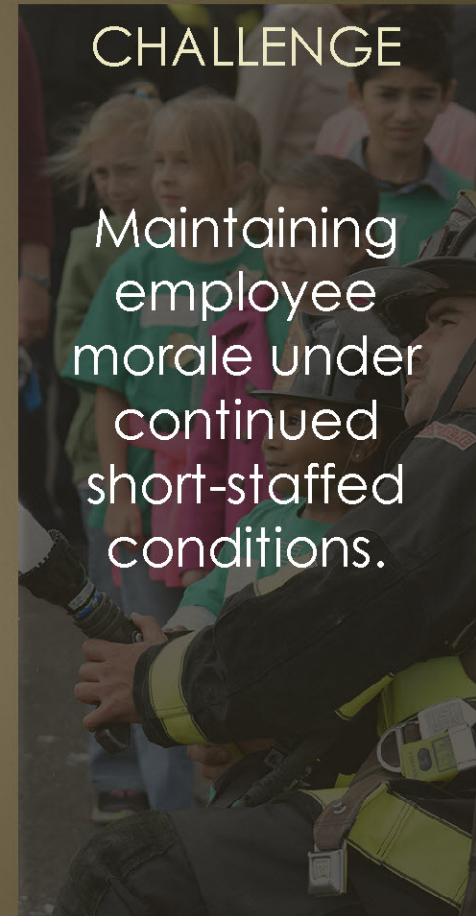
## CHALLENGE

Health Care Reform Act/PEPRA and other legislative changes



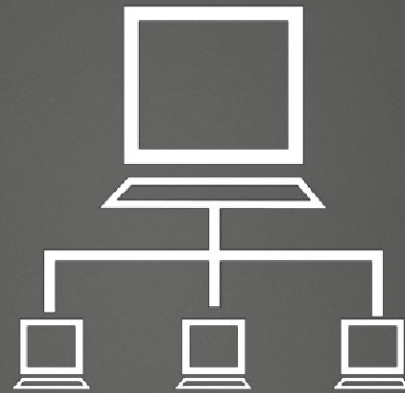
## CHALLENGE

Maintaining employee morale under continued short-staffed conditions.



# Questions & Discussion





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INFORMATION TECHNOLOGY DEPARTMENT



# IT Department

- ▶ FY 2015 department budget on page 192 of the proposed budget document.
- ▶ Key budget changes include:
- ▶ Request to add 1 FTE Network/Microcomputer Specialist:
  - ▶ Results from an ongoing IT workload and staffing study by an outside consultant have not come in. Further staffing recommendations based on these results will be brought to Council by mid-year.
- ▶ Expenditure increase mainly due to software and network infrastructure maintenance fees that were originally included with initial purchase and one-time expenditures for website redesign and software license fees.

# IT Department



## ACCOMPLISHMENTS

- ▶ Supported Citywide ERP Finance module go-live including:
  - ▶ Electronic routing and approvals
  - ▶ Electronic document delivery and storage
  - ▶ Electronic fund transfer (EFT) payment capability
- ▶ Planned/upgraded/moved technology for new Airport Administration Building and Temporary Fire Station 7
- ▶ Replaced 100 staff computers
- ▶ Improved free Library WiFi

# IT Department



## GOALS

- ▶ Support completion of remaining citywide ERP modules
- ▶ Support launch of new City website
- ▶ Improve online access to City services and digital communication
- ▶ e-Delivery and online pay options
- ▶ Implement recommendations from performance audit of wireless mobile CAD connectivity
- ▶ Reorganize department to improve service delivery





# IT Department



## CHALLENGE

Workload vs.  
staffing to meet  
support  
demands of  
new modern  
systems.

## CHALLENGE

Rapid pace of  
technological  
advancement;  
staving off  
obsolescence.

## CHALLENGE

Integration of  
various  
technologies in  
an ever  
changing  
environment.

# Questions & Discussion





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FINANCE DEPARTMENT



# Finance Department



- ▶ FY 2015 department budget on page 152 of the proposed budget document.
  
- ▶ Key budget changes focus on improved department staffing structure
  - New Deputy Director
  - New Financial Analyst
  - Two new Senior Account Clerks (accounting)
  - Several position reclassifications
  - Most changes previously approved in FY 2014

# Finance Department



## ACCOMPLISHMENTS

- ▶ Issuance of Comprehensive Annual Financial Report (CAFR) and operating budget documents
- ▶ Successful RDA Dissolution Audits & annual audits
- ▶ Successful bond rating reviews and two bond refinancings for City savings
- ▶ Implementation of core financials of ERP & preparation for implementation of Utility Billing/Business license/Payroll

# Finance Department



## GOALS

- ▶ **Citywide ERP system implementation**
  - ▶ improve our already fantastic customer service for billing & collections
  - ▶ implement an employee-friendly payroll system
- ▶ **Getting back to basics**
  - ▶ updating financial policies and procedures
  - ▶ improving internal service delivery
  - ▶ improved fiscal analysis
- ▶ **Actively seek means to achieve fiscal stability**
  - ▶ roadmap to City's fiscal future





# Finance Department



## CHALLENGE

Continued  
General Fund  
deficit:  
Identifying most  
effective  
actions to  
achieve critical  
structural  
change

## CHALLENGE

ERP roll out:  
Large-scale  
system  
Significant  
Organizational  
Change  
Team is doing  
Double-Duty

## CHALLENGE

Increasing fiscal  
accountability  
demands  
(audits and  
more audits)  
Improving  
internal controls  
without adding  
undue  
bureaucracy

# Questions & Discussion





# GENERAL BUDGET DISCUSSION

